

considers that competition between firms discourages innovative activity.

It can be concluded that in the hotel industry there are positive external effects on innovation from specialisation and diversity, and negative external effects from competition. As such, with the same degree of specialisation in the hotel industry, the diversity of economic activity leads to an increase in the total innovations made by firms. The greater the number of firms competing with each other, the less easy it is to appropriate the profitability generated by an innovation, which, in turn, discourages innovation.

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## **QUALITY MANAGEMENT OF LABOUR POTENTIAL IN INDUSTRIAL REGIONS OF UKRAINE**

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Labor potential is a set of qualitative and quantitative characteristics of the staff and the conditions of their realization in the labor process, so the quality management of labor potential makes it possible to improve the processes of formation and realization of the labor potential in order to ensure the necessary productivity in industrial production.

Issues of labor potential management have been studied by many domestic and foreign scholars such as A. Amosha, O. Novikova, I. Antohova, I. Bajan, V. Goroh, T. Reshetilo, P. Tarhov, A. Kriklii, N. Levchuk, A. Pankratov, L. Shaulska, although theoretical and methodological foundations of quality management of labor potential of industrial production at the regional level should be further improved and developed [1 - 8].

Therefore, the purpose of this article is to study the functions of quality management of labor potential and development of measures to improve the effectiveness of labor potential in industrial production of the regions of Ukraine.

Achieving this goal involves solving the following tasks: to define "quality of labor potential"; to generalize functions of quality management of labor potential; to develop measures to improve the effectiveness of labor potential in the regional industry of Ukraine.

One of the components of the quality of labor potential is determined by the characteristics of professional qualification, age, medical and biological indicators of workers. Professional characteristics are determined by the level of education and

qualification obtained by an employee who belongs to a particular age group.

Medical and biological characteristics of the worker in the context of the quality of his labor potential are determined by his health, hereditary tendencies, conditions of the formation of personality and its social and psychological aspects of forming the economic behavior of an employee.

Another component of the quality of labor potential is related to the terms of the realization of an employee's personal potential and it seems equally important to achieve the planned results of employment and industrial production. Thus, attention should be paid primarily to the equipment of all workplaces necessary to carry out the work process, as well as to the staff operation management.

Referring to the classical management and leveling its theory on the quality management of labor potential the following functions of the quality management of labor capacity can be singled out: planning, organizing, motivating, controlling.

Peculiarities of the implementation of these functions in the regional management in relation to the quality management of labor potential is expressed through planning of professional qualification of the labor force in each industrial region of Ukraine on the basis of the strategic vision and programmatic activities of the regional industry.

Organization of the quality management of labor potential is realized through professional training and refreshment courses. It is necessary to introduce effective motivational tools aimed at improving the quality of labor potential to motivate the high activity, and be result-oriented, rather than process-oriented.

Quality control of the labor potential should be implemented using a balanced scorecard, which characterize the effectiveness of the industrial regions of Ukraine.

The indicators include the amount of produced and sold industrial products for a certain period, the share of industrial production in gross regional product, the structure of the costs of industrial production, the state of fixed assets in the industry, wages in industry, and the profitability of industrial production.

The study and analysis of the quality of the labor potential in the industrial regions of Ukraine have shown that there are problems common to all regions. The main ones include the following: reduction of the quality of personnel of industrial enterprises (lack of professionally trained personnel having relevant qualifications), increase in the average age of employees of industrial enterprises, deterioration of personnel's health, and deterioration of work conditions.

However, it should be mentioned that industrial production is the basis of economic development, and Ukraine inherited a powerful industrial potential of the former Soviet Union. Almost every region of Ukraine has the mining industry; each region produces engineering and other industrial products.

Hence the potential for development of industrial production exists and employment potential requires a qualitative improvement of its formation and implementation through the use of modern methods of quality management.

Therefore, measures aimed at improving the quality of labor potential are associated with improving the quality of professional qualifications and age, improving health and working conditions of the staff, identifying and using reserves

to improve the organizational effectiveness of the personnel of industrial enterprises.

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## THE PROGRAM “MYSTERY GUEST” AS A MECHANISM OF QUALITY CONTROL OF HOTEL SERVICES

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Modern tourism is as contradictory as the processes occurring in the modern world. But it was tourism that has become one of the ways of formation of human values, the most affordable way of knowledge, study and preservation of historical, cultural and natural heritage of the XXI century.

Tourism belongs to the service sector and is one of the largest and most dynamic sectors of the economy. High rates of development, large amounts of foreign exchange earnings greatly influence the various sectors of the economy, which promote the formation of their own tourist industry.

The problem of raising the quality of services is very acute today, as if the quality does not answer the expectations and needs of consumers - the demand will decrease. The main task of the company is to improve the quality of service constantly.

The main direction of the formation of competitive advantage is the providing